


TO: Distribution

FROM: Tammy Larcara 

SUBJECT: 1994 Year End Accounting Guidelines

DATE: November 17, 1994

Please take the time to review the following guidelines for 1994 payment of invoices and the accrual of unpaid items. Your adherence to these guidelines is essential for complete and accurate charging of 1994 expenses to your cost center.

Year-End Payment Guidelines:

1. Obtain necessary Purchase Orders or Contracts.

Invoices over \$500 cannot be processed and paid without a Purchase Order or a Contract. It is also imperative that a Purchase Order or a Contract exist to support any unpaid invoices. Unpaid invoices for goods and services received against PM-USA Purchase Orders and/or Contracts during 1994 must be accrued. **The open commitment will be the basis for the contract accrual. Unpaid 1994 receipts will determine the P.O. accrual.**

2. Submit all invoices immediately.

Invoices for goods and services performed during 1994 should be submitted to the Accounts Payable Department immediately. In order to process these payments in accordance with the contract or purchase order terms, the invoices and support must be reviewed, approved and submitted to Accounts Payable.

Invoices that are less than \$500 or do not require a purchase order or contract, (i.e. hotel bills, travel and entertainment expenses and sponsorships), must be received by Accounts Payable by December 16, 1994 to ensure payment against your 1994 budget.

3. Review all open commitments.

Open commitments for contractual services must be reviewed to determine if the amount open will cover all remaining invoices. Where applicable I have attached a list of open contracts for your review.

- If the anticipated expenditures exceed the open contract commitment amount, please contact the Legal Department immediately to prepare an addendum.
- If the anticipated expenditures are less than the contract commitment amount, please notify the Accounts Payable Department immediately to reduce the contract amount.
- If no change is necessary, please indicate on the attached list.

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4. Return open commitment listing.

Return the completed listing of all open commitments with your signature by December 5, 1994 to Gayle Drisco, 15th floor.

**We cannot accrue 1994 Contract Commitment charges unless you respond to us.**

5. Submit all Contracts/Addenda

Submit all fully executed contracts and addenda to Gayle as soon as possible. They must be received by Friday, December 16, 1994 to ensure being charged against your 1994 budget. Your cooperation is appreciated and necessary to ensure a smooth and accurate accounting of 1994's expenses. Do not hesitate to call me (ext. 2284) or any of the Finance staff listed below with questions or for assistance.

Accounts Payable

Michele Hillis	ext. 2967
Gayle Drisco	ext. 2554

Accounting

Nina Marcus	ext. 3949 (Contract Assistance)
Jeff Hecht	ext. 3517 (Contract Assistance)
Jonathan Lawrence	ext. 2817
Mike Livigni	ext. 2286
Rudy Badrudeen	ext. 2374 (Fulfillment Assistance)

Attachment

Distribution:

Corporate Affairs  
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